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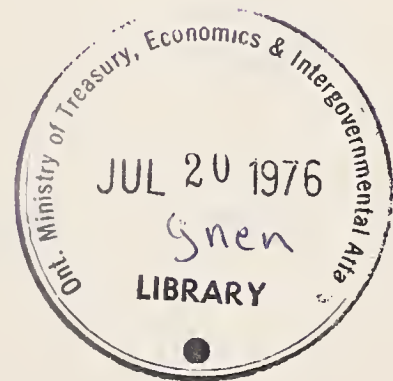
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Ontario.

MINISTRY OF TREASURY ECONOMICS AND INTERGOVERNMENTAL AFFAIRS.

Office of Information Services.

AN INTEGRATED COMMUNICATIONS SYSTEM



Prepared by:

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Communications Planner
Office of Information Services





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introduction

The first step to writing the following report was to determine how much information there is to transmit to employees of this ministry. Because of the limited government service of its author there was not a great wealth of personal experience to draw on. Therefore, the determination that, in fact, there is enough information to transmit, comes from the opinions of my colleagues and the fact that the Ministry of Treasury, Economics and Intergovernmental Affairs has a list of 95 publications, as of August 1973, which it makes available to the public through the Queen's Printer.

If this ministry can produce 95 publications for public consumption, then there is certainly a great deal of information that it should be telling its own employee body, especially since the majority of those publications were detailed enough to warrant booklets.

A time schedule for the communications medium is also missing from this report because, should the recommendations of this report be accepted, it would then remain to decide the priority of this project weighed against the already scheduled assignments that this branch is committed to.

Scope of the report

Covered in this report is an examination of the audience for a communications medium, the existing means of communications within the ministry, the available means of formal communications, together with their cost and application, and recommendations for future communications within the ministry.

objectives

OBJECTIVES OF THIS REPORT

- (1) To evaluate a statistical profile of ministry personnel and thus determine the audience for a communications medium.
- (2) To develop a communications vehicle appropriate to the needs of ministry personnel.
- (3) To develop guidelines against which the appropriateness of the vehicle can be judged.
- (4) To analyze the existing media available for communications to employees and determine their effectiveness measured against cost.
- (5) To determine the resources necessary to produce the communications medium -- both in time and money.
- (6) To determine the information that is to be transmitted by a communications vehicle.
- (7) To develop a plan of action appropriate to the recommendations.

criteria

CRITERIA FOR A COMMUNICATIONS MEDIUM

- (1) The communications medium should not supplant the basic role of managers in one-to-one communications.
- (2) The communications medium should not be expected to eliminate the grapevine.
- (3) The communications medium should not be perceived as only another management device.
- (4) It should create an awareness of the activities of all five programs within the ministry.
- (5) It should carry pertinent personnel information.
- (6) It should involve the ministry personnel in its production.
- (7) It should conduct audience surveys to determine its effectiveness.
- (8) It should develop a standard of excellence in its production which would allow it to compete with the other outside demands on employees' time and attention.
- (9) It should not be seen as a panacea to communicate all things to all employees.
- (10) It should not duplicate existing publications (example: Topical).

**existing means
of communication**

EXISTING MEANS OF FORMAL COMMUNICATIONS

This section of the report deals with "what is" in the terms of existing communications within the ministry.

The Manager

Managers are the prime source of information both up and down the hierarchy. They can be both listener and interpreter for the employee body. They can be both stimulator and motivator to their employees.

The manager's task has become increasingly more difficult, as the result of both the information explosion and the demands made upon his or her time by the management of money, materials, and machines.

It is, therefore, unrealistic to depend solely on the manager to communicate with employees. He cannot be aware of all the activities going on within the ministry from personnel changes to policy announcements. He or she should be expected to be aware of the major changes within his or her own section. In our ministry the major burden for all information to the employees is on the manager -- an awesome task even for the best of managers.

EXISTING MEANS OF INFORMAL COMMUNICATION

The Grapevine

One of the oldest forms of communications and one of the fastest-moving is the grapevine. No matter how sophisticated we become there will always be a grapevine.

EXISTING MEANS OF INFORMAL COMMUNICATION

The grapevine carries two kinds of information -- personal and business information.

Information transmitted via the grapevine is neither complete nor can it be counted on to be accurate. Well planned formal communication will not totally eliminate the grapevine but dissemination of information can diminish the need for speculative rumours and provide accurate information for employees.

External Media

All employees are influenced by external media. If there is a lack of formal communications from their employer then radio, television and newspapers may provide them (the employees) with information on policy. Interpreted information which is sometimes distorted and transmitted through an outside source is the worst means of communicating or not communicating with employees.

Rensis Likert in his book "Interaction - Influence Theory" said, "The health of an organization can be determined by the information available for the decision making process." In other words, the degree to which members of the organization are kept informed about matters of concern or relevance.

To provide a productive environment, employees should hear information through a formal channel before they read it in the paper or hear it on the radio.

EXISTING MEANS OF INFORMAL AND FORMAL COMMUNICATIONS

Unions

It is the major responsibility of a labour union to get the best deal for employees. The best deal as interpreted by the union representatives to employees may not coincide with management's viewpoint of what is best for the employee body.

The Civil Service Association of Ontario, which bargains for the 441 employees in our ministry, keeps its members informed of the status of bargaining through their house journal and through their local representative. Management of this ministry is not similarly informed. It is, therefore, possible for management to know what is going on in bargaining either by hearing from their own employees, in which case it will only be union-biased information, or by picking up leaks from the management side of the bargaining table through the grapevine.

Neither the grapevine nor the union should be the prime source of information to our management. The grapevine is highly unreliable and the union is understandably biased.

We have a responsibility to inform our managers so that they can be a source to their employees of accurate information and because managers' futures are also affected by the results of bargaining.

EXISTING MEANS OF INFORMAL AND FORMAL COMMUNICATIONS

Employee Information

A great deal of information can be transmitted through meetings. Unfortunately much of it is targeted at a specific audience (the attendees) and does not receive general circulation. Committees, task forces, and project meetings are specific in that the information transmitted and received is disciplined by an agenda. The reporting of the meeting is controlled by the recording secretary and the distribution of minutes. Employees who are not directly involved do not have access to the meeting or the minutes and are often unaware of the project until it is a "fait accompli".

Other than minutes of meetings, there are only two types of documents normally available for employee communications. The first being the occasional letter from senior management to employees announcing senior appointments, changes in personnel policies, and restructuring within the ministry. The second being a brochure titled "The Ministry of Treasury, Economics and Intergovernmental Affairs and You".

The letters from senior management are passed on to the employees, generally by managers, but this method of distribution relies totally on the interest of the manager in communicating with his staff.

The brochure is a useful document, particularly to the new employee, but it is intended primarily for client groups outside the ministry.

planned communications channels

PLANNED COMMUNICATIONS CHANNELS

There are a variety of planned communications tools that can either be used together or separately to accomplish specific objectives. No medium can serve all purposes -- each has advantages in a given set of circumstances.

PRINT

<u>MEDIUM</u>	<u>DESCRIPTION OF MEDIUM</u>	<u>BEST APPLICATION</u>
Employee Bulletins	1 or 2 pages	-- when information to be transmitted is detailed and must be retained, <u>example:</u> Details of the Canada Pension Plan.
Management Bulletins	same as above	--there are two kinds of management bulletins; - for managers' information only - for managers to discuss with staff. <u>FOR MANAGERS' INFORMATION ONLY:</u> <u>example:</u> Details of the latest union bargaining as seen from the management side of the bargaining table. <u>TO DISCUSS WITH STAFF:</u> <u>example:</u> Organization changes which may affect the section.

MAJOR INFLUENCES ON EMPLOYEES



PLANNED COMMUNICATIONS CHANNELS (continued)

<u>PRINT</u>		
<u>MEDIUM</u>	<u>DESCRIPTION OF MEDIUM</u>	<u>BEST APPLICATION</u>
Booklets	small book-form print message	- when information to be transmitted is very detailed and lengthy.
		<u>OR</u> - when concept to be explained is complex, <u>example</u> : benefit booklets.
House Journal	newspaper or magazine format	- information on activities of one section or branch which would be of interest to the other sections or branches of the ministry.
		<u>OR</u> - when the minister and deputy minister of the ministry wish to explain policy changes that cannot be covered by any other medium because of the detail involved.
		<u>AND</u> - when there is information on personnel areas such as organization changes or feature stories on people in new positions.

PLANNED COMMUNICATIONS CHANNELS (continued)

<u>MEDIUM</u>	<u>DESCRIPTION OF MEDIUM</u>	<u>BEST APPLICATION</u>
<u>AUDIO</u>		
Audio tapes	tape recordings produced on either reel or cartridge format	- when information gained at a meeting must be accurately transmitted to those who were absent, example: P.M.L.C. meetings.
		<u>OR</u>
		- when the Premier or one of his ministers wishes to speak directly and personally to his employee body, example: an audio statement from the Premier on the civil service conflict of interest policy.
Code-A-Phone	recorded messages which can be telephone accessed	- when information is fast-breaking and can be covered by short statements, example: messages timed to hit the employee body at the same time as they are being released to the press.

PLANNED COMMUNICATIONS CHANNELS (continued)

<u>MEDIUM</u>	<u>DESCRIPTION OF MEDIUM</u>	<u>BEST APPLICATION</u>
<u>AUDIO-VISUAL</u>		
Television		<p>- Television is a multi-purpose medium. It can be used to transmit training information and illustrate concepts with or without print back-up depending on its complexity.</p> <p><u>AND</u></p> <p>- it is highly persuasive and most useful in selling controversial policy.</p> <p><u>AND</u></p> <p>- as it employs two of our senses as opposed to one, the retention levels have proven to be higher according to studies carried out by the University of California.</p>
Film		<p>- Should be used when television facilities cannot be employed for the purposes outlined.</p> <p><u>OR</u></p> <p>- when many copies are required and information is to be retained for numerous showings over a long period of time.</p>

STATISTICAL PROFILE OF MINISTRY EMPLOYEES

The following report contains statistics on all members of the ministry except casual employees and those on the senior compensation list. The report is broken down into specific areas of interest.

Because the statistics gained by this profile, which was prepared by Central Statistical Services, can also affect the design of management development programs and future projects that may be considered by the Personnel Branch, copies of the information gained have been made available to John Morning, Organization Development and Keith Glaze of the Personnel Branch.

Contained within the report are the following areas:

- (a) General statistics giving an overall picture by total number.
- (b) Salary profile which illustrates the economic perspective of employees.
- (c) Educational profile which indicates the educational level our communications with employees should be geared to.
- (d) Length of service which indicates the amount of information, of a basic nature, regarding the Government of Ontario and this ministry we should be prepared to supply to our employee body.
- (e) An age profile which indicates the approach we may be disposed to take in communicating with employees both in style and language.
- (f) And the number of employees by branch and section which gives us an impression of distribution needs.

**statistical profile
of ministry personnel
and
conclusions based
on profile**

Note: All statistics with the exception of the educational profile (Section C) are taken from the June 1973 report of the Civil Service Commission.

SECTION A

GENERAL STATISTICS

Sex

Number of Males	459
Number of Females	361
Number of Married Females	164

Job Status

Number of Probationary Employees	163
Number of Permanent Employees	651

Management Status

Number of Bargaining Unit Employees	441
Number of Management Employees	379

SECTION B

SALARY

	<u>M</u>	<u>F</u>	<u>MF</u>	<u>TOTAL</u>
<u>HIGH POINT SALARY</u>	2	0	0	2
(31500 - 31999)				
<u>MID POINT SALARY</u>	22	3	2	25
(12000 - 12499)				
<u>LOW POINT SALARY</u>	1	2	0	3
(4500 - 4999)				

SECTION CEDUCATIONAL PROFILE

<u>Level of Achievement</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
Grade			
-8	-	-	nil
8	-	-	nil
9	1	-	1
10	4	12	16
11	11	33	44
12	54	130	184
*13	99	78	177
BA	153	59	212
MA	97	22	119
PHD	<u>16</u>	<u>2</u>	<u>18</u>
Total number of employees	<u>435</u>	<u>336</u>	<u>771</u>

This information was manually calculated from the employee application forms up to the month of October. It does not include members of the senior compensation list nor the 205 casual employees of this ministry.

* Grade 13 totals include those who have chartered and registered accountancy, plus employees who have completed some university courses but who have not received their degrees and employees who have completed technical courses.

SECTION D

16.

<u>LENGTH OF SERVICE</u>	<u>M</u>	<u>F</u>	<u>MF</u>	<u>TOTAL</u>
37 years	1	-	-	1
31 years	-	1	-	1
30 years	1	-	-	1
28 years	1	-	-	1
27 years	2	-	-	2
26 years	2	1	-	3
25 years	2	-	-	2
24 years	1	-	-	1
23 years	1	1	0	2
22 years	1	3	2	4
21 years	2	0	0	2
20 years	0	4	1	4
19 years	3	0	0	3
18 years	2	4	2	6
17 years	5	2	2	7
16 years	5	5	2	10
15 years	1	3	1	4
14 years	10	0	0	10
13 years	6	2	1	8
12 years	5	8	4	13
11 years	6	4	0	10
10 years	11	9	4	20
9 years	10	5	1	15
8 years	17	12	8	29
7 years	18	21	11	39
6 years	38	22	14	60
5 years	44	28	19	72
4 years	47	44	18	91
3 years	89	69	36	158
2 years	60	58	23	118
1 year	56	45	13	101
-1 year	12	10	2	22
	459	361	164	820

SECTION E

<u>AGE BREAKDOWN</u>	<u>M</u>	<u>F</u>	<u>MF</u>	<u>TOTAL</u>
18 - 30	156	178	74	334
31 - 35	87	46	29	133
36 - 40	57	30	14	87
41 - 45	52	18	6	70
46 - 50	46	32	16	78
51 - 55	34	23	13	57
56 - 60	12	21	9	33
61 - 65	15	13	3	28
	<hr/>	<hr/>	<hr/>	<hr/>
	459	361	164	820

SECTION F

<u>NUMBER OF EMPLOYEES</u>		<u>M</u>	<u>F</u>	<u>MF*</u>	<u>TOTAL</u>
110	OFFICE OF THE MINISTER	10	17	8	27
121	OFFICE OF GENERAL MANAGER	0	2	0	2
122	ACCOUNTS BRANCH	9	16	9	25
123	OFFICE SERVICES BRANCH	18	8	8	26
124	PERSONNEL ADMINISTRATION BRANCH	5	11	8	16
126	OFFICE OF LEGAL SERVICES	5	4	3	9
127	OFFICE OF INFORMATION SERVICES	1	2	0	3
128	LIBRARY SERVICES	1	8	3	9
129	SYSTEMS & PROGRAMMING BRANCH	23	11	7	34
151	UNKNOWN BRANCH	0	1	0	1
180	UNKNOWN BRANCH	1	0	0	1
210	CENTRAL STATISTICAL ANALYSIS AND SERVICE	1	1	1	2
220	STATISTICAL STANDARDS AND CLASSIFICATION	13	5	2	18
230	STATISTICS COLLECTION	10	7	4	17
240	STATISTICAL ADVISORY SERVICES	4	7	1	11
310	OFFICE OF A.D.M. ECONOMIC POLICY & INTER- GOVERNMENTAL AFFAIRS	0	2	0	2
321	OFFICE OF EXECUTIVE DIRECTOR OFFICE OF INTER- GOVERNMENTAL AFFAIRS	0	1	1	1
322	FEDERAL-PROVINCIAL & INTERGOVERNMENTAL AFFAIRS SECRETARIAT	12	6	3	18
332	POLICY PLANNING BRANCH	19	14	4	33
333	ECONOMIC ANALYSIS BRANCH	10	6	5	16
340	UNKNOWN BRANCH	0	1	0	1

SECTION F

<u>NUMBER OF EMPLOYEES</u>	<u>M</u>	<u>F</u>	<u>MF*</u>	<u>TOTAL</u>
410 OFFICE OF A.D.M. FINANCE	0	1	0	1
420 DEBENTURES CORPORATION	1	1	1	2
421 UNKNOWN BRANCH	5	0	0	5
422 UNKNOWN BRANCH	1	0	0	1
430 UNKNOWN BRANCH	1	0	0	1
432 TAXATION & FISCAL POLICY BRANCH	24	18	7	42
433 MUNICIPAL FINANCE BRANCH	18	20	7	38
434 INTERGOVERNMENTAL FINANCE & GRANTS	1	1	1	2
441 TREASURY DIVISION	0	1	0	1
442 FINANCIAL INFORMATION & ACCOUNTING	21	11	5	32
443 FINANCE MANAGEMENT BRANCH	6	7	4	13
444 SECURITIES BRANCH	5	9	4	14
445 AUDIT STANDARDS BRANCH	4	1	0	5
510 OFFICE OF A.D.M. URBAN & REGIONAL AFFAIRS	1	3	1	4
511 UNKNOWN BRANCH	0	1	0	1
520 NORTH PICKERING PROJECT	2	8	2	10
530 HALDIMAND-NORFOLK PROJECT	2	1	0	3
540 UNKNOWN BRANCH	0	1	0	1
541 OFFICE OF THE EXECUTIVE DIRECTOR URBAN & REGIONAL PLANNING	0	1	0	1
542 REGIONAL PLANNING BRANCH	42	22	7	64
543 LOCAL GOVERNMENT ORGANIZATION BRANCH	9	6	3	15
544 LOCAL PLANNING POLICY BRANCH	7	4	2	11
550 UNKNOWN BRANCH	0	1	1	1

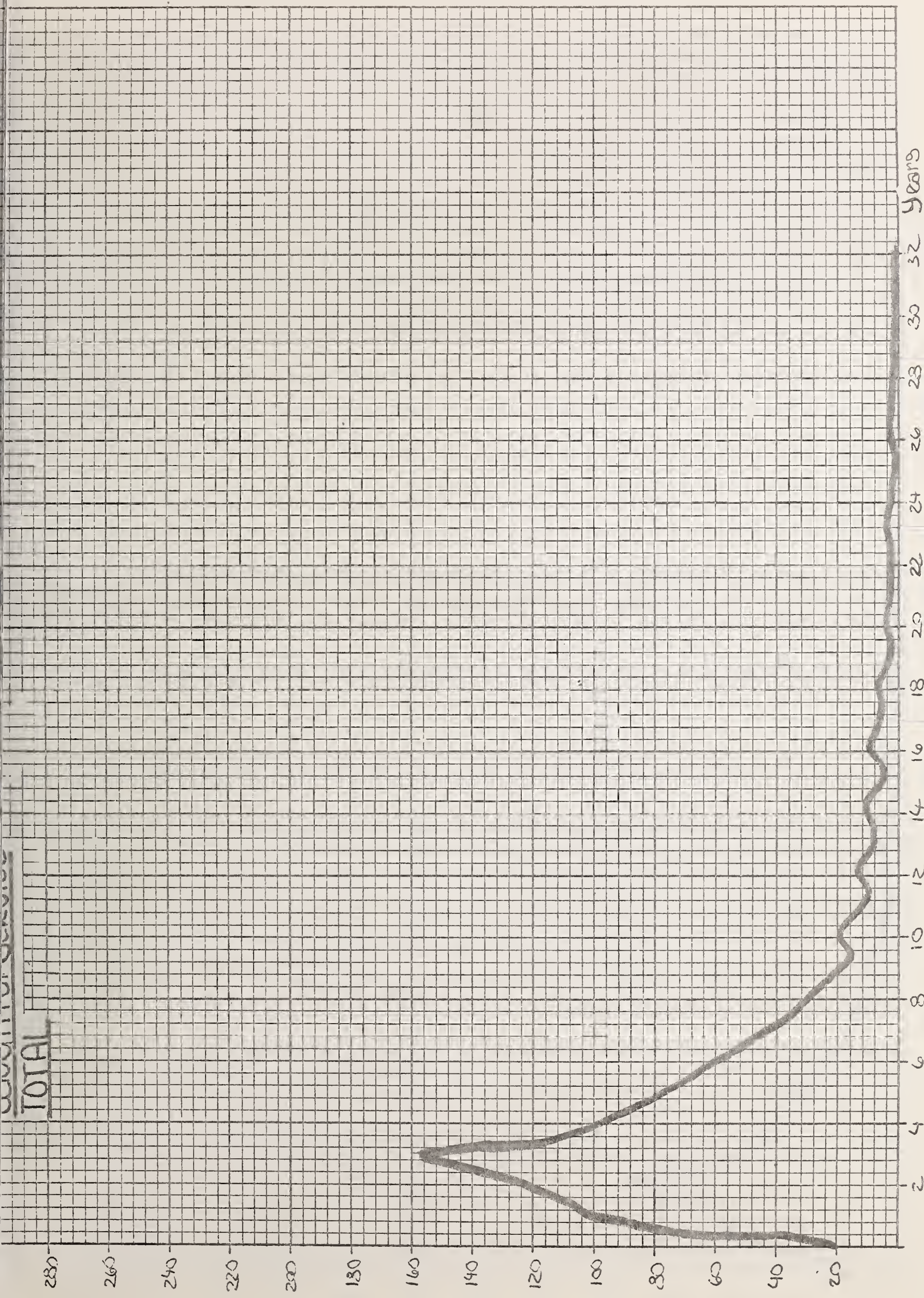
SECTION F

NUMBER OF EMPLOYEES

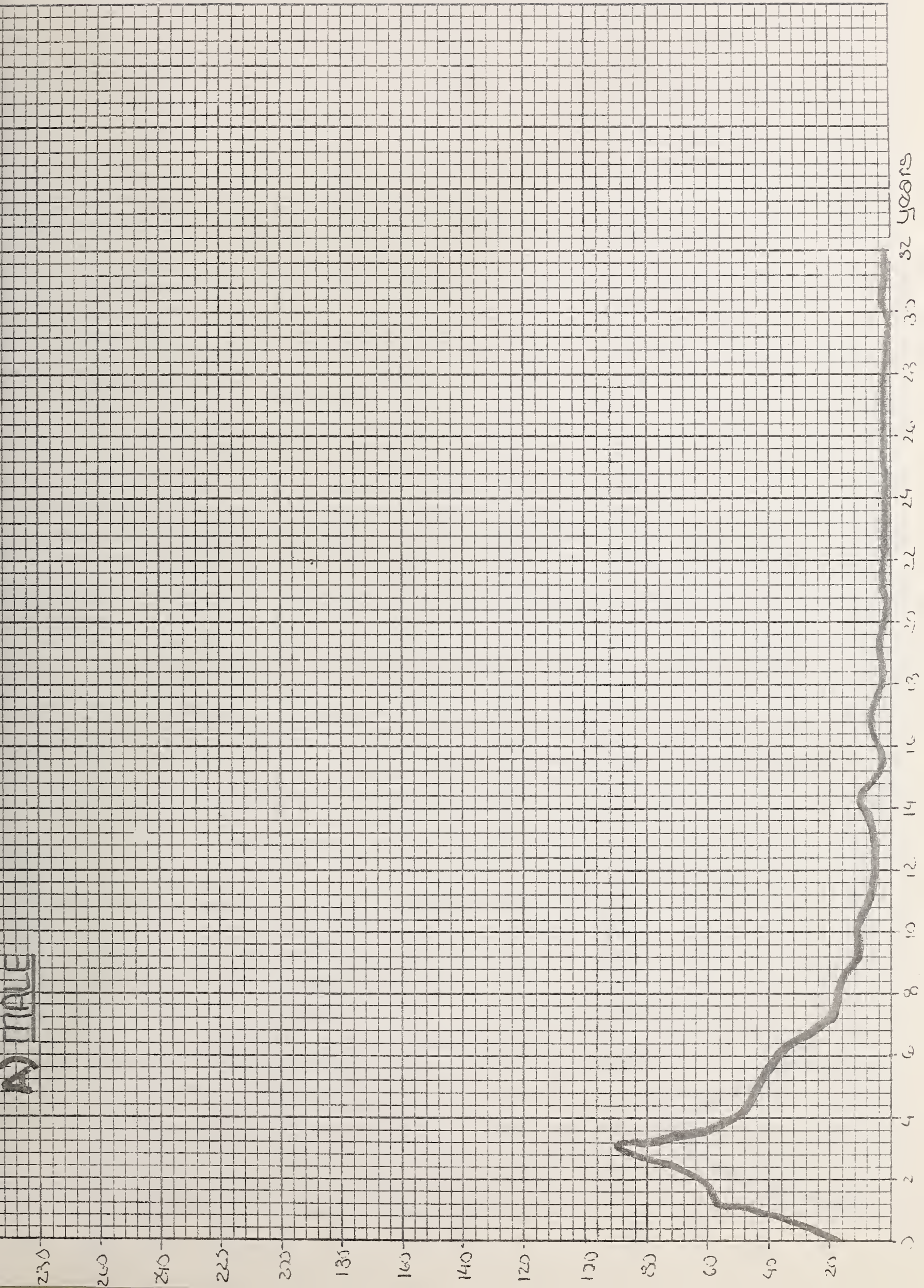
	<u>M</u>	<u>F</u>	<u>MF*</u>	<u>TOTAL</u>
551 OFFICE OF EXECUTIVE DIRECTOR LOCAL GOVERNMENT SERVICES	0	2	1	2
552 ADVISORY SERVICES BRANCH	42	15	6	57
553 PLANS ADMINISTRATION BRANCH	53	54	23	107
554 PROJECT DEVELOPMENT GROUP	3	5	2	8
555 REGIONAL OFFICE BRANCH	11	6	5	17
561 SUBSIDIES BRANCH	16	15	8	31
562 UNKNOWN BRANCH	1	0	0	1
570 UNKNOWN BRANCH	1	0	0	1
610 DATA PROCESSING SERVICES	40	16	7	56
	<u>459</u>	<u>361</u>	<u>164</u>	<u>820</u>

*MF denotes married females

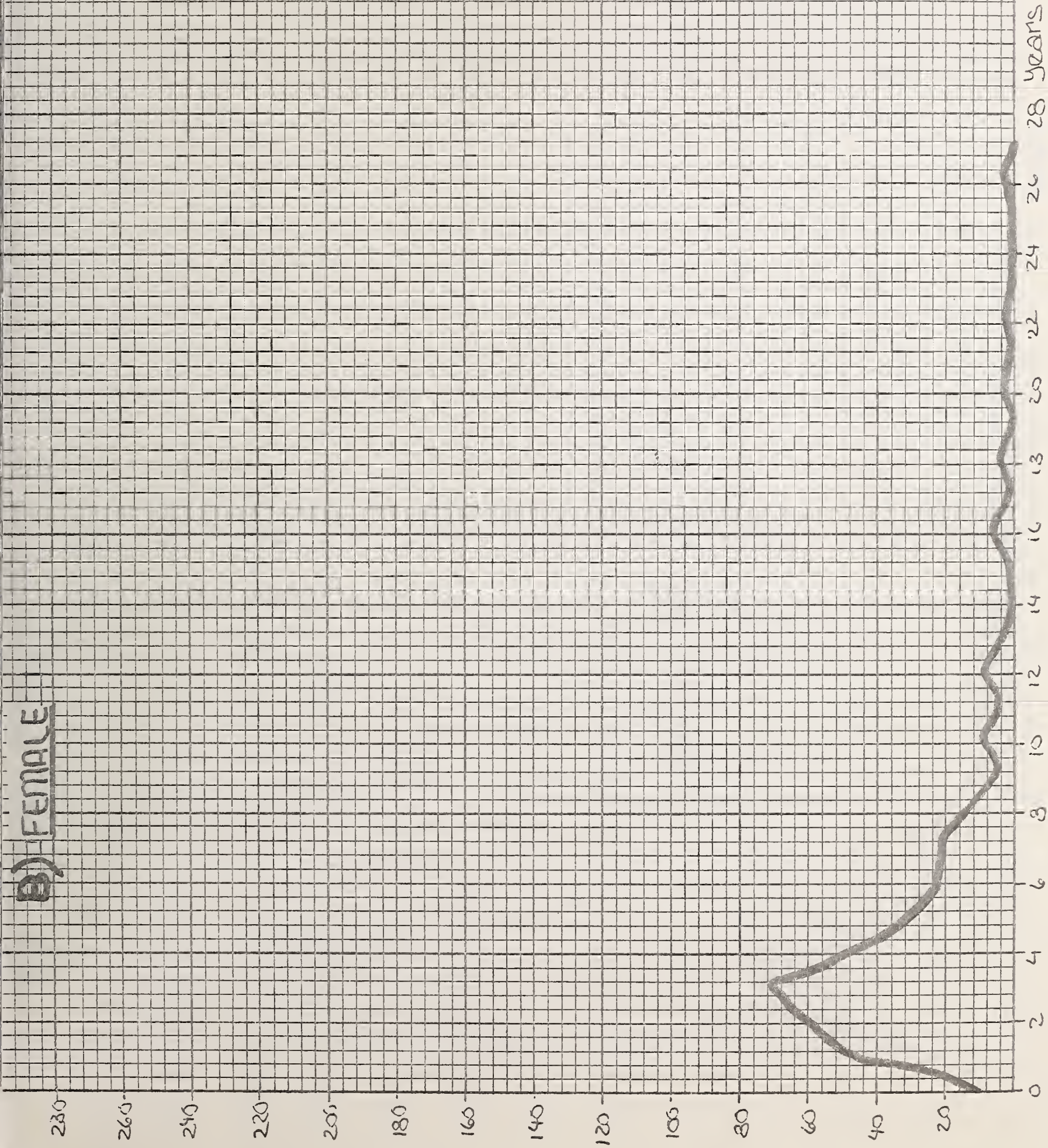
**Unknown Branches - these figures refer to individuals yet to be assigned.



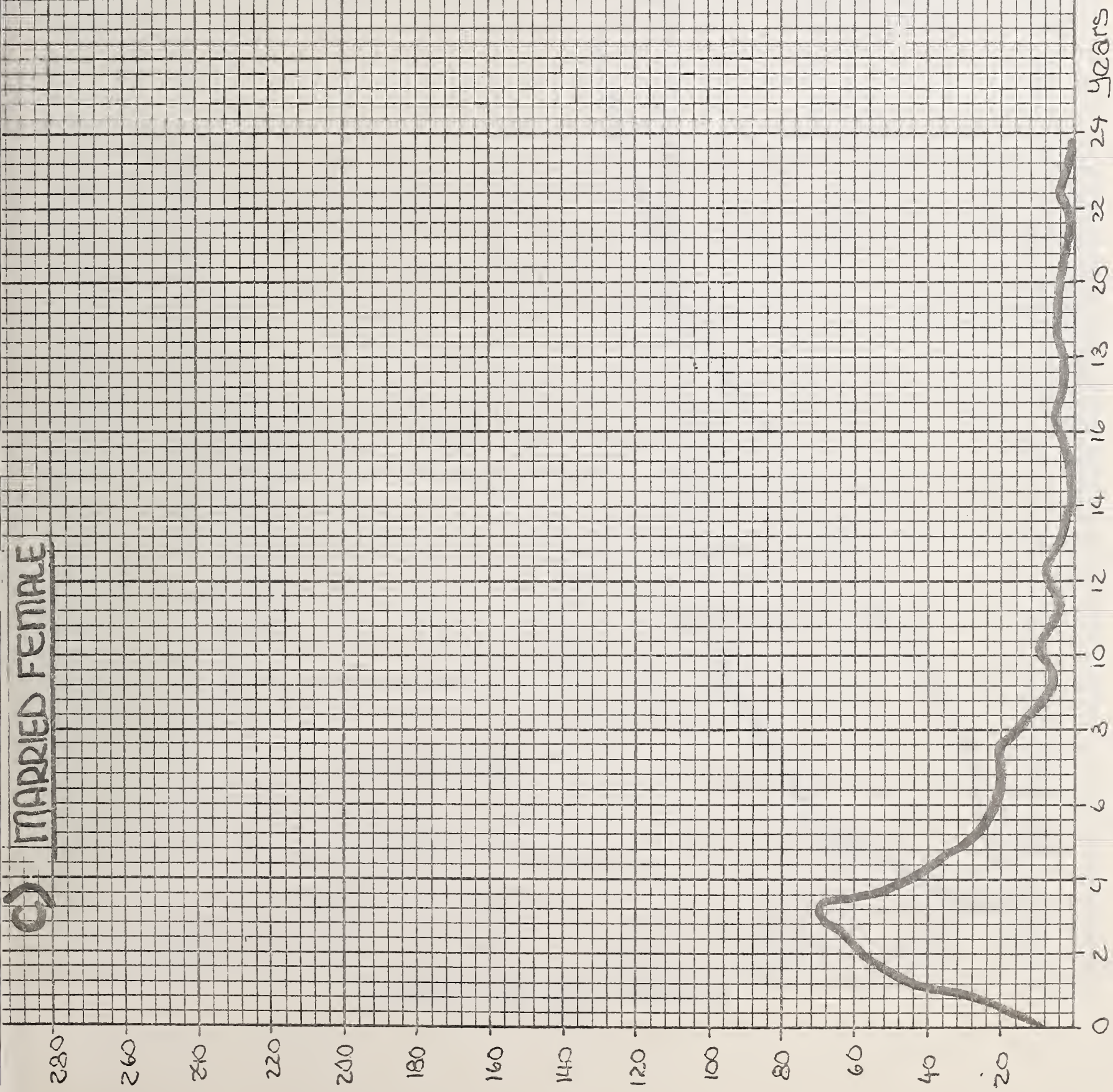
A) MALE



B) FEMALE



c) MARRIED FEMALE



CUMULATIVE NUMBER OF SALARY EARNERS

Income from Under \$6,000 To

Under \$33,000

NUMBER OF SALARY EARNERS

825

675

525

375

225

75

Legend: MALE

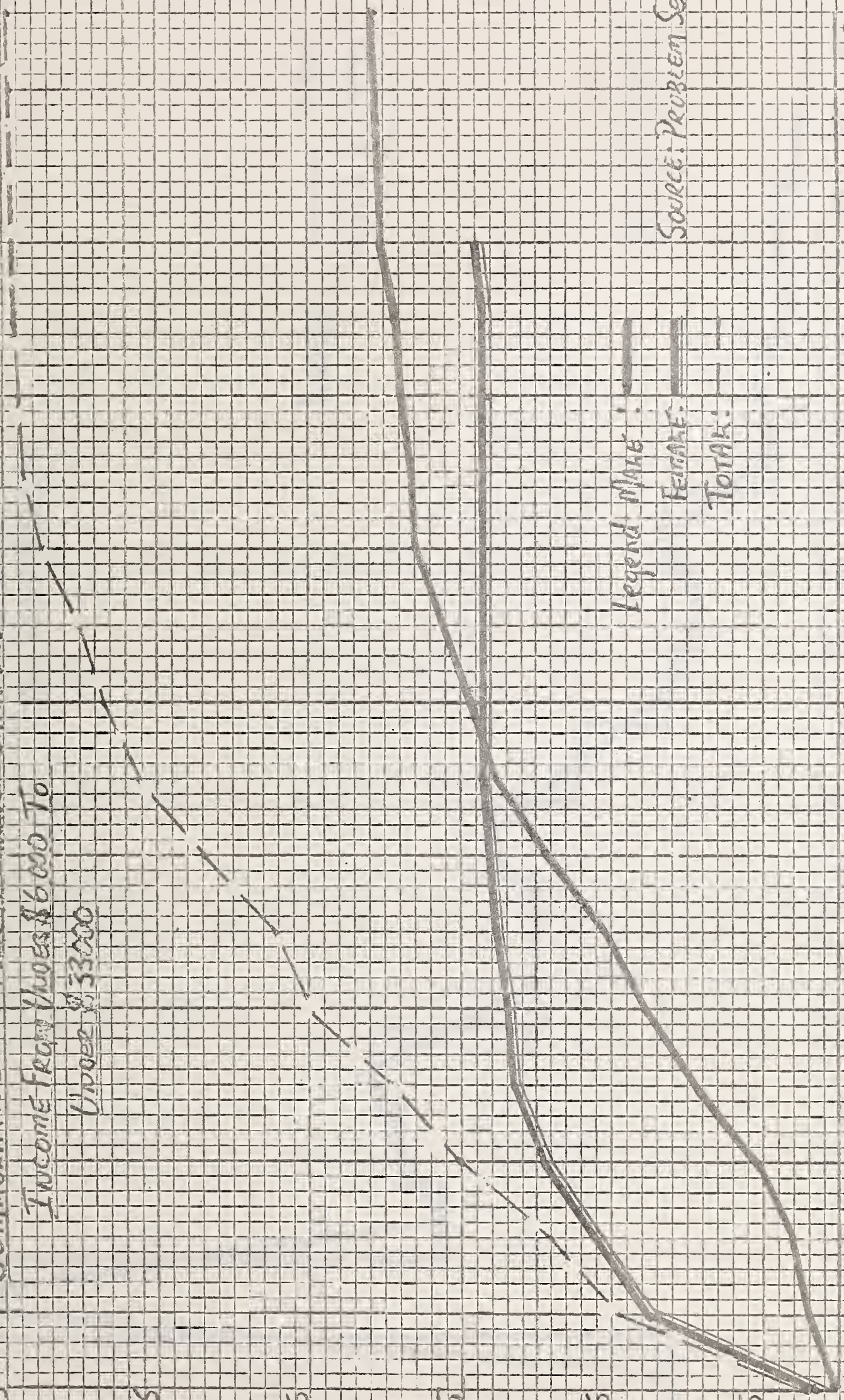
FEMALE

TOTAL

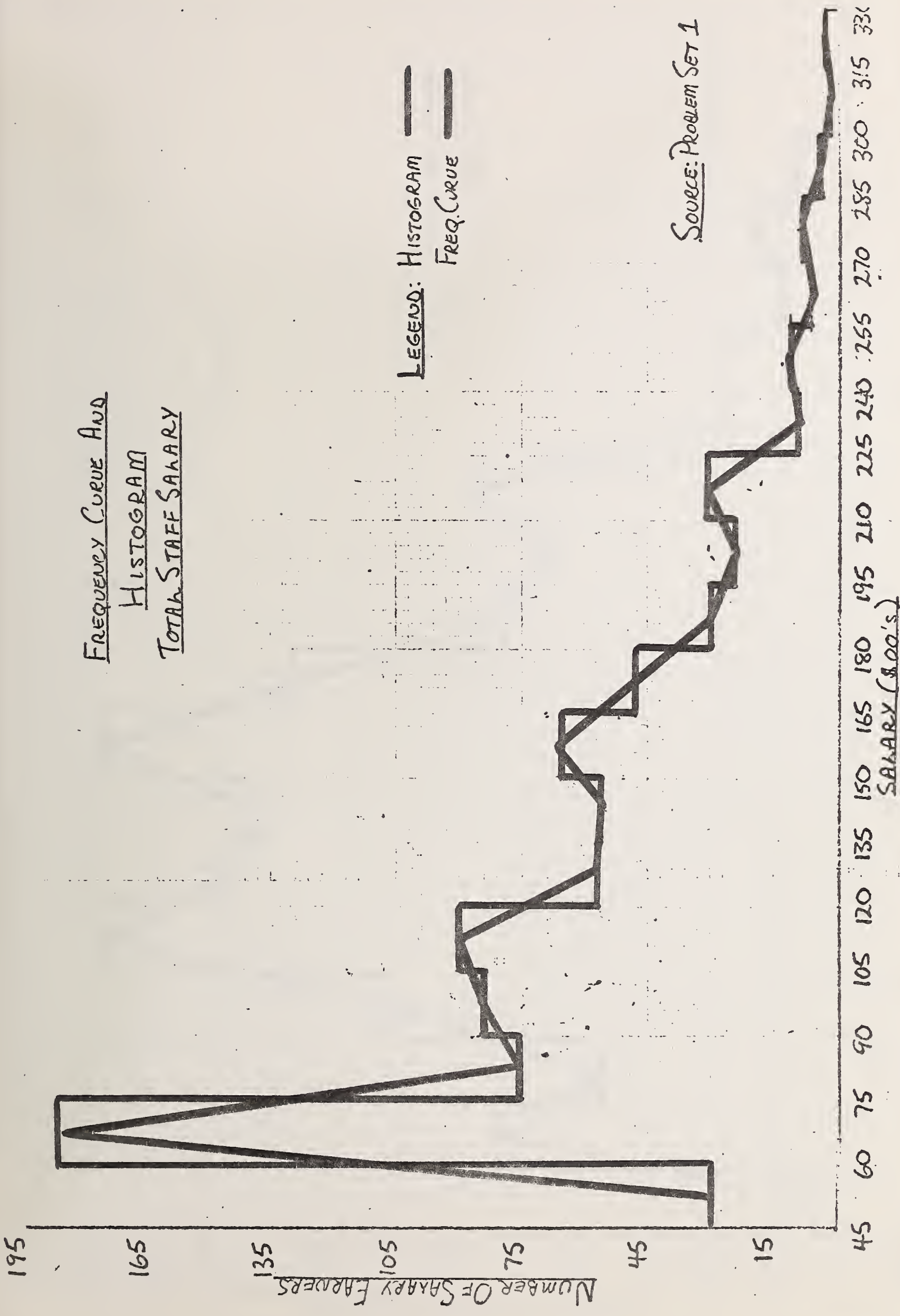
Source: Problem Set 1

60 75 90 105 120 135 150 165 180 195 210 225 240 255 270 285 300 315 330

SALARY (\$6,000) UNDER



FREQUENCY CURVE AND
HISTOGRAM
TOTAL STAFF SALARY



SOURCE: PROBLEM SET 1

FREQUENCY CURVE AND
HISTOGRAM

TOTAL STAFF SALARY
(IN LAKHS)

LEGEND: HISTOGRAM

FREQ. CURVE

SOURCE: PROBLEM SET 1

NUMBER OF SALARY HEADS

60

50

40

30

20

10

45

60

75

90

105

120

135

150

165

180

195

210

225

240

255

270

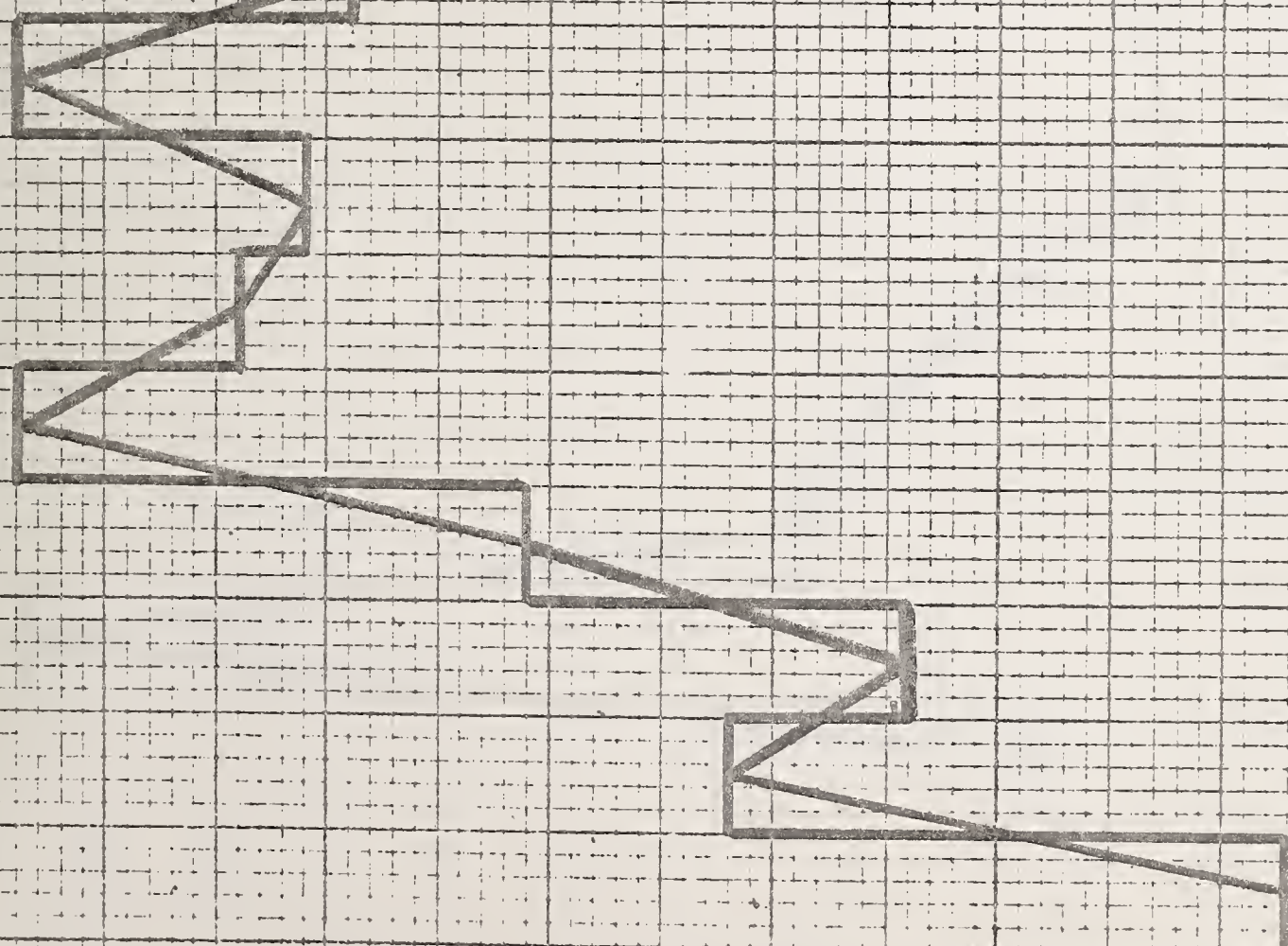
285

300

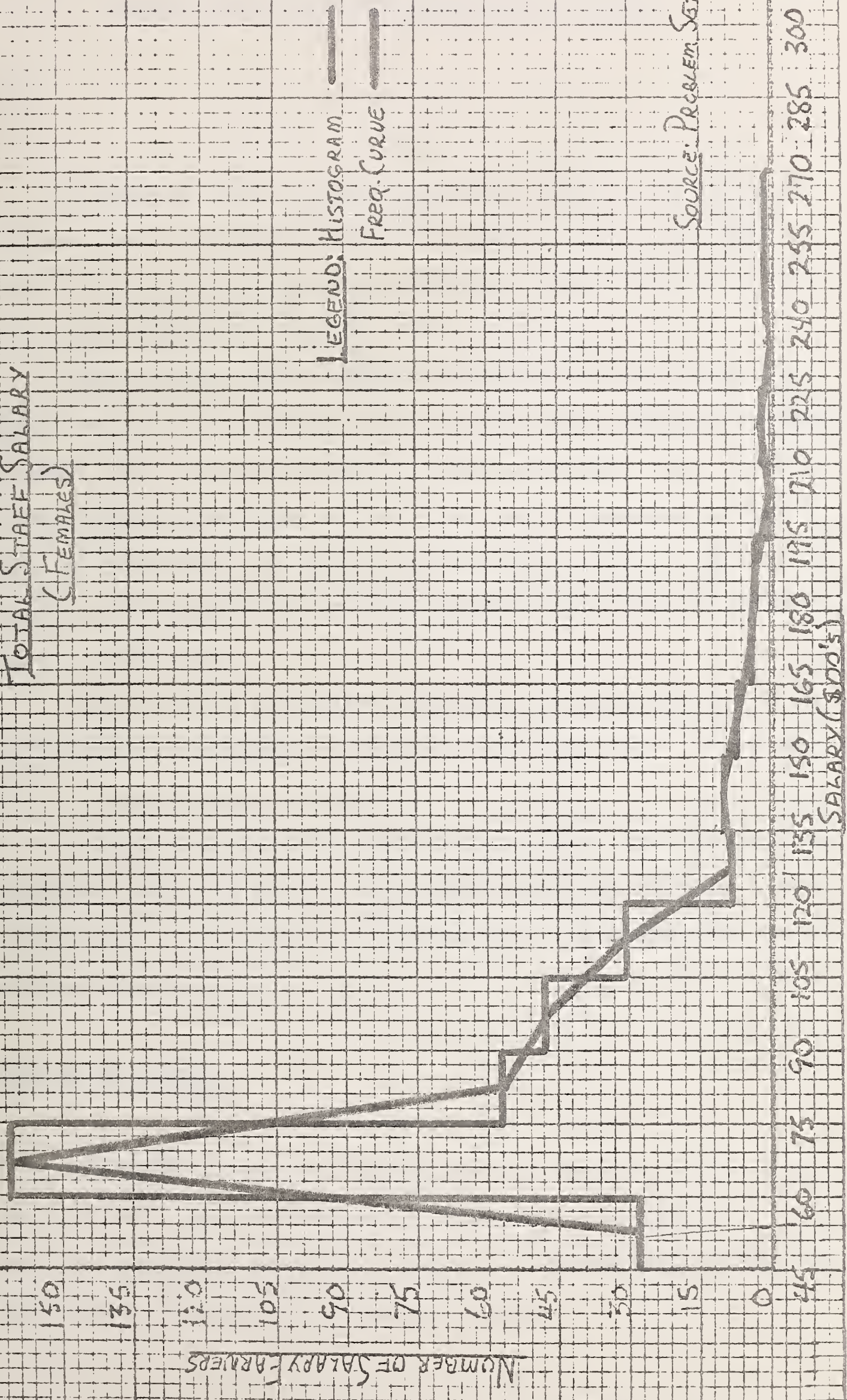
315

330

SALARY (LAKHS)



FREQUENCY CURVE AND
HISTOGRAM
TOTAL STAFF SALARY
(FEMALES)



SOURCE: PROBLEM SET 1

CONCLUSIONS BASED ON STATISTICAL PROFILEAGE

Because we have a young audience, with the majority of our employees falling between the ages of 18-35, we must gear our communications to a language, style and medium that they will accept as credible and appropriate.

Young people don't accept authority to the extent that their parents did. If we are to establish a credible communications medium we are going to have to satisfy their interest in why things are done and not just limit communications to what is being done or what we want them to hear. Nor can we assume a paternalistic attitude towards the kind of information that we give them.

"We are doing something because it's good for you," is no longer an acceptable response to the question .."but why are you taking this action?"

In order to gain the commitment of our employees to the plans of this ministry we must make them aware of the overall objectives of the ministry and the major policies and projects of the four programs.

LENGTH OF SERVICE

The majority of our employees have less than five years service with the Government of Ontario. As a result of their lack of knowledge there is a need for information on both the Government of Ontario and the Ministry.

There is no induction course for new employees. Explaining information on government operations is left to the immediate supervisor or to the initiative of the employee.

At present there is not even a physical system of identifying the office of the new building (new to the new employee) that raw recruits can use to find their way around, so that man-hours can be wasted just overcoming this very basic need for information. In order to remove this minor but time-consuming problem, a special addendum has been added to this report on a physical identification program for the ministry.

EDUCATIONAL BACKGROUND

The educational background of our employee body suggests a higher level of academic achievement than that of the average daily newspaper reader for newspapers such as The Toronto Daily Star and The Sun. Our communications vehicle should set itself a standard of journalism at least equal to the Toronto Globe & Mail.

SALARY PROFILE

The average wage earner in the industrial complex in Ontario earns \$8,481.21 per year -- based on February, 1973, statistics.

Our mid-point salary is approximately \$12,500 per year.

As a result of The Civil Service Act providing job security for government personnel and the respectively high salaries the government pays, in a behavioural sense, we can say that we have satisfied the "hygenic" needs of our employees.

Research shows that when these needs (hygenic) are satisfied, the need for job satisfaction, challenge, job advancement, and the information to make decisions becomes more important. Thus our responsibility to provide communications to employees is higher than that of most organizations.

recommendations

RECOMMENDATIONS

The original mandate for this report was to research, through statistics, our employee body and establish a profile that we could use to determine an appropriate communications vehicle. After studying the data it became apparent that we needed not a vehicle but an integrated communications system. We need not a communications pacifier, like many industrial house journals, but a system of communications designed to match the sophistication of our audience.

We know that employees will satisfy their need for information with or without this. With the use of planned, formal communications tools we can be more sure that the information received is accurate and truly reflects and supports ministry objectives.

When examining the costs of recommendations, bear in mind that the costs of not directly communicating with our employees may not be drawn out clearly on the ledger sheet but they are still real -- in terms of destructiveness, low productivity, and high turn-over rate, along with the incumbent difficulty of a poor employer image that makes it difficult to hire the best people.

In following the ministry practice of promoting from within we have an essential need to develop an informed body.

For the aforementioned reasons we recommend the following:

- (1) That we establish a house journal for the ministry.

- (2) That we create a position of Editor-Publications for that house journal and staff it with the best available talent from inside or outside the ministry, keeping in mind that we will be asking a standard of journalism from this individual equivalent to the Toronto Globe & Mail.
- (3) That we hold the Editor-Publications responsible for regular feed-back on publications from this audience through readership surveys and content questionnaires.
- (4) That we hold this same position responsible for employee and management bulletins as they are a natural support mechanism for the employee newspaper.
- (5) That we establish a second job function titled Audio-Visual Supervisor, or an equivalent. That we hold this second position responsible for for the dissemination of information in the audio-visual format.
- (6) That we recruit for the position of Audio-Visual Supervisor an individual with broadcast journalism education and experience. This individual should have either a degree in

broadcast journalism or the equivalent and preferably a minimum of two years' experience.

- (7) That this individual should have the ability to research, write, produce and shoot television presentations. Additionally, this person should be able to write quickly to broadcast standard so that he or she will be able to program the Code-A-Phone system. This position should be able to support the Editor-Publications in both collecting information and in information dissemination.

If possible this individual should also have a broadcast quality voice so that he or she can do the voice-over recordings for our newslines.

- (8) That we hold this position (Audio-Visual Supervisor) accountable for testing the merit of audio-visual presentations -- by the use of the Call Counter attachment on the Code-A-Phone and content questionnaires.
- (9) That both individuals in these positions be responsible, once-yearly, for examining studies of their audience so that if there be a shift in composition of the employee body they can respond to that shift and reflect it in their approach to communicating with the employees.

- (10) That a close liaison be established with the Personnel Branch in order that both the house journal and the audio-visual support service be kept current on pertinent personnel information.
- (11) That senior management of the ministry support the communications function by enlisting the co-operation of the executive directors in appointing an individual in each of the seven divisions to act as communications liaison officers with the Office of Information Services. (Description of responsibilities follows in Plan of Action section of this report.)
- (12) That we purchase the equipment necessary to supplement our communications efforts.
- (13) That we order the Code-A-Phone equipment and plan a promotion campaign to make the employee body aware of the telephone number and of the service that they can dial from their phone to receive fast-breaking information on what's going on in their ministry.
- (14) That we program the Code-A-Phone, initially every other day, with information in radio-copy format. Because Code-A-Phone is the cheapest of the suggested news formats and the easiest to program (as it requires voice tapes similar to the dial-the-weather services) it should be the first of our news services established.

cost-benefit ratio recommendations

COST-BENEFIT RATIO OF RECOMMENDATIONS

MANAGEMENT/EMPLOYEE BULLETINS

Cost

To produce 1,000 copies of a two-page bulletin on standard stock would cost between \$200 - \$300 per issue...source Joe Halstead, Government Services.

This cost assumes an Editor-Publications to produce (research, write and edit) the publication.

Benefit

These bulletins could provide us with a support service for our employee house journal. They should only be used as a communications device when either our journal was between deadlines and the need for information was too immediate to wait for our publication, or when the Code-A-Phone service was thought to be inappropriate for the message.

Measure of Effectiveness

We can test the effectiveness of this medium at the same time as we are measuring the employee newspaper through readership surveys.

BOOKLETS

Cost

The cost quoted is based on the costs associated with the production of the booklet "Three Steps to Tomorrow".

COST-BENEFIT RATIO (Continued)BOOKLETS (cont'd)

This booklet was perfect bound with two-colour printing and contained graphic and photographic art.

5,000 copies for printing alone (excluding art and photos) ---- cost \$7,500.

Benefit

Because booklets are expensive and time consuming to produce they are not recommended for more than occasional use as a communications medium for this ministry. The only time we should consider using this format for our employees is when no other medium can handle the detail involved in the information to be transmitted.

Measure of Effectiveness

Almost the only way you can measure the effectiveness of a particular booklet is to make it available on request after making sure that employees know that it can be obtained. The number of requests would give us some idea of the publication's merit.

HOUSE JOURNALS (EMPLOYEE NEWSPAPER)Cost

The only immediately available example for comparison is "Topical", the Civil Service Commission publication, which costs approximately \$1,200 per issue to produce. This publication is produced every other week with a circulation of 60,000 copies compared to a press run for our newspaper which would only be 1,000.

This cost doesn't include either staff or photographic costs.

COST-BENEFIT RATIO (Continued)HOUSE JOURNAL (EMPLOYEE NEWSPAPER)Benefit

The major benefit of a house journal is to allow us to communicate with employees, in newspaper style, the major objectives, policies, procedures and personnel information that he or she needs to know.

Measure of Effectiveness

To measure the effectiveness of our publication we should conduct readership surveys and use content questionnaires to determine retention of material produced.

AUDIO TAPES AND CODE-A-PHONECost

The CODE-A-PHONE system would use audio tapes so, for the purpose of brevity, they have been lumped together in this segment of the report.

Audio tapes cost \$2-\$3 each

A Code-A-Phone installation would cost \$27

The monthly charge for a Code-A-Phone with one line would cost an additional \$20.60 per month.

Benefit

This system of telephone-accessed information is a reasonably inexpensive means of getting information to employees quickly. Because it requires little effort on their part to obtain the information (simply dialing a number and listening), it has proven effective in user studies conducted by Bell Canada.

Measure of Effectiveness

A small attachment to our basic set called a Call-Counter will make it easy for us to determine how many employees call on any given day. With that kind of information we can more accurately assess the information needs of the employee body.

COST-BENEFIT RATIO (continued)TELEVISIONCost:

Production - The following equipment would give us a television production capability in the ministry.

Item	Quantity	Description	Amount
1	1	Sony AV/AVC-3400 battery operated portable video- recorder/video camera ensemble, including: AV-3400 video corder, AV-3400 camera, 6:1 zoom lens, battery charger- eliminator, BP-20 20 minute battery, 1-V-30H videotape, cleaning kit, carrying case.	\$1,750
2	1	Sony BP-30 3 hour battery pack	125
3	1	Sony VCT-20A light weight tripod	65
5	1	Sony RFU-53W plug in channel 3 modulator	75
7	1	Sony AV-3600 1/2" EIAJ editor record/ player	825
8	1	Sony AV-3650 1/2" EIAJ editor record/ player with capstan servo	1,250
9	2	Electrohome CMT-7A 20" receiver/monitor portable	444
10	1	Lot of special editing cables	50
12	1	Sony ECM-21 Electret condenser microphone	79
13	1	Sony VO-1800 video cassette record/player with pause	<u>1,475</u>
		TOTAL	<u>\$6,138</u>

COST-BENEFIT RATIO (continued)

Cost: (cont'd)

Distribution - In order to distribute our programming we would need to purchase either 4 of item 6 or 4 of item 14, plus stands, item 16, one for each of the four programs.

<u>Item</u>	<u>Quantity</u>	<u>Description</u>	<u>Amount</u>
6	1	Electrohome ETC-6 monitor/receiver including mobile stand	262
14	1	Sony VP-1200 video cassette player with pause	1,195
16	1	A.E.L. - EMS-2 customized mobile stand to support the ECR-25 and player or record/player	95

Looking at a communications system the capital costs of establishing a videotape facility are small.

Benefit

Television has proven itself as a persuasive medium. Because we utilize both our hearing and seeing senses the impact of the message is double that of print. Concepts are much more easily sold through the use of television. When the concept involves detailed material, print can be used for retention purposes. Television can provide us with a more personal approach to our employees. A statement from the minister or the deputy on tape is far more real to the employees than a print message. Television will allow us to overcome the remoteness of authority that occurs within both big business and government.

COST-BENEFIT RATIO (continued)

With the planned decentralization of some of the ministry functions there will be a greater need for a communications medium that can produce the effect of keeping regional personnel in touch with what is going on at Queen's Park.

Television can be most useful to our ministry in providing information to the regional offices in a format that has impact and at the same time gives the viewer the feeling of being there. For example, we may feel that there is a need for regional representatives to attend a specific meeting but hesitate because of the travelling costs involved: by video-taping the meeting we can still offer the absentee representatives the information they would have gained at the meeting with a greatly reduced price tag. The same advantage pertains to staff at Queen's Park. While work pressures and commitments may prohibit individuals from attending a meeting, that meeting can be recorded and edited so that those who were absent do not miss the information.

Time constraints do not permit the Minister or the deputy to know all the civil servants on a personal basis but through the use of television and personalized messages civil servants will have a much better opportunity to know them as real people. Television is an intimate medium and it can be used, to great advantage, to dispel the notion that big government is remote and unapproachable. It is far easier to feel committed to the ministry's objectives when its leaders are more than just names and faces you have seen in the papers.

COST-BENEFIT RATIO (continued)

A dramatic illustration of the impact of television is provided by Bell Canada. Bell has used television for employee information for more than eight years.

In 1967 the Western Area of Bell Canada's territory was the lowest of all their areas in productivity. A program was conceived to measure current performance and set production targets for employees to reach. The problem was to convey that program to employees in a manner that would not inspire hostility but would motivate them to improve their performance. The vice-president of the area wished to approach employees in a personal way but time constraints and the travelling problems involved with visiting each office in his territory made it impossible for him to do so.

Television was suggested and an interview format was designed so that all 9,000 employees would have an opportunity to hear the message directly from their vice-president, via tape. An interviewer representing the employee body conducted an informal question and answer session in which he (the vice-president) outlined the reason for the productivity program and what the company hoped to achieve.

This program, which lasted 15 minutes, was shown to all employees in all locations. It was the only communications tool used for employee information for this project.

COST-BENEFIT RATIO (continued)

The results: within one month of the presentation productivity had doubled in all departments.

Television is a fast feedback information tool. Instead of waiting to see statements to our employee body in our house journal a week later, we can record and play it back instantly. Within half a day the statement can be edited and then placed on cassette and made available through mail delivery to all the employees of the ministry.

One of the most oft-heard criticisms of television by managers is the time off the job that is required for presentation of a video tape. Yet it has been proven conclusively that employees will take time off the job to read a document of employee information. Thus, while the reading time as measured against the viewing time is almost equal, the message may not necessarily be retained or understood as fully in the print format alone.

Television is not a substitute for print and it should not be thought of as one -- it is one part of an integrated system of communications. It should be both supported by print and supportive of print communications to our employees.

Measure of Effectiveness

Preview showings of audio-visual presentations to test groups would help us measure the impact of the message before they are shown to all employees.

COST-BENEFIT RATIO (continued)FILMCost

Film is expensive as a means to communicate. To give an exact breakdown on costs for film is quite difficult because there are many variables connected with producing a film. For instance, costs of a production of a colour film with sound-on, running approximately 30 minutes could range from \$10,000 to \$75,000, depending on whether we did a great deal of location shooting, whether we hired talent or used existing talent, whether we wanted the film in black and white or colour.

Benefit

The only significant advantage that film has over the cheaper television medium is that it is the best medium to use if you wish to store the material for long periods of time and use it repeatedly.

Measure of Effectiveness

Preview showings of audio-visual presentations to test groups would help us measure the impact of the message before they are shown to all employees.

STAFF COSTS FOR ALL MEDIA

Although two new job functions have been recommended here, staff costs have not been supplied because this kind of information properly belongs in a budget, and the preparation of that budget properly belongs to the Director of the Office of Information Services.

plan of action

PLAN OF ACTION

Listed below are the steps considered necessary to establish the recommended communications system.

- (1) In co-operation with the Personnel Branch to draw up two appropriate job descriptions for the Editor-Publications and Audio-Visual Supervisor -- responsibility Information Operations Manager and Personnel representative.
- (2) To recruit individuals to fill these positions, either from within the ministry, or through advertising the position in external media -- responsibility (same as above).
- (3) To purchase the equipment necessary, as determined by the Information Operations Manager and the new incumbent Audio-Visual Supervisor so as to provide for the recommended systems -- responsibility Information Operations Manager and Audio-Visual Supervisor.
- (4) That both new incumbents, in co-operation with their manager, set objectives and standards for their respective positions -- responsibility Information Operations Manager, Editor-Publications, and Audio-Visual Supervisor.
- (5) That the incumbents and their manager, preferably no later than one month from the date of their employment, have an established schedule for on-line operations -- responsibility Editor-Publications, Audio Visual Supervisor, and Information Operations Manager.

- (6) That at the same time, seven individuals be appointed one from each division whose responsibilities should include the following:
- (a) to keep the Information Services Branch aware of new projects within their program.
 - (b) to obtain necessary approvals within the deadlines of the employee communications media. (These deadlines to be set by the individuals in the two new positions along with their manager.)
 - (c) to act as a channel for feedback from the employees within their program.

Responsibility -- Executive Directors of the
divisions.

- (7) That monitoring positions be established within the programs, preferably centrally located in a conference room, so that when material is prepared for presentation employees can be scheduled for showings.
- (8) That in order to accommodate the employees in our regional offices play-back equipment be purchased as the offices are established.
- (9) That communications liaison officers be appointed in newly established regions, as they are established, so regional personnel are included in the information process.

sub task

**what information is
there to communicate?**

WHAT INFORMATION IS THERE TO COMMUNICATE?

What's going on in other ministries of the government is also of interest to our employees. Our ministry more than others should be aware of programs and projects that are being carried out by ministries other than our own. Our employees need to know what's happening in the Government of Ontario. In COGP Report No. 7 the task force talked about the right of the taxpayer to know. Again we must think of our own employees as taxpayers, voters, and citizens.

A typical issue of our ministry newspaper could have the following stories in a recent edition:

- A summation of the Comay Report on Housing
- A news report on the recent Federal-Provincial-Municipal Liaison Committee meeting
- A feature on the recent trip to Yugoslavia of representatives from the Intergovernmental Affairs Program and the minister
- A feature on a day in the life of the minister
- A reprint of a feature story on Ian Macdonald written by students of York University
- A news story on the recent inaugural meetings
- Feature articles on the chairmen of regional governments
- Recent appointment notices

There is more than enough information to communicate to our employees. If we think of our employees as citizens, who are also interested and involved in their business lives, we will have little trouble finding information to tell them.

WHAT INFORMATION IS THERE TO COMMUNICATE?

As previously stated, we have a relatively young audience in this ministry. For the most part, it is also a professional audience in the sense of academic achievement. For that reason we must, in our communications efforts, avoid the common tendency to feed them information on hobbies, clubs and birth announcements.

In recent years, many employee publications have gone out of business simply because they have underestimated the intelligence of their readers and because they have assumed that employees were not interested in the overall objectives, goals, policies and procedures of their business or institution.

Former businessman cum author, Robert Townsend, in his book "Up the Organization" said, "Reading most house journals is like going down in warm syrup for the third time".

We should think of our own employees with at least as much respect as we afford the public we serve -- for employees are also taxpayers.

We offer such excellent publications as our "Three Steps to Tomorrow" and "So You Want to Subdivide" to our public audience. A synopsis of these booklets could have been equally valuable to our own employees.

To employees within the programs that produced the information for these booklets the communication might be redundant but another section of a house journal could have covered those employees with new information on other areas of interest to them.

addendum

**physical identification
program for ministry offices**

OBJECTIVE PLANNING

PROJECT Treasury, Economics & Intergovernmental Affairs
Identification Program

PROBLEM Obscure - or no physical identification for
programs within the ministry

- OBJECTIVE

- 1) To develop a distinct physical identification for programs of the ministry.
- 2) To assist visitors and new employees of the ministry in quickly finding program locations.
- 3) To decrease the sterile atmosphere that discourages communications.

- IDENTIFIED NEED

To design a physical identification for each program.

SOLUTION- PLAN OF ACTION

- 1) To assign the design of this identification to the Information Services graphics section.
- 2) To see that the design is implemented with the co-operation of the Ministry of Government Services.

PAY OFF- COST BENEFIT RATIO

- 1) Less time wasted for those unfamiliar with the ministry's physical composition.
- 2) Improved appearance of physical surroundings.
- 3) Dollars saved in constructive use of manhours.

KEY INDICATORS

Fewer queries from lost visitors.

JL/269.5/.C54/.I57/1973

Adams, Pat

An integrated

communications system gnen

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